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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY  
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IN REPLY REFER TO

AGAM-P (M) (31 Jan 69) FOR OT UT 683280

5 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 29th Signal Group (USASTRATCOM), Period Ending 31 July 1968

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.

3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

BY ORDER OF THE SECRETARY OF THE ARMY:

1 Incl  
as

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

FEB 19 1969

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This report, received at Hqs, Department of the Army without complete indorsements, is published as received to preclude further delay in benefits gained from the lessons learned herein.

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 29TH SIGNAL GROUP (USASTRATCOM)  
APO San Francisco 96346

SCCPV-TG-CO

10 August 1968

SUBJECT: Operational Report of Headquarters, 29th Signal Group  
(USASTRATCOM), for Quarterly Period Ending 31 July 1968,  
(RCS CSPOR-65) (R1) (UIC: WQZAA)

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1. Section 1, Operations: Significant Activities

a. During the period of this report, the 29th Signal Group (USASTRATCOM), continued the installation, operation and maintenance of communications electronics facilities within the Group's area of responsibility. The 29th Signal Group was operational throughout the period.

b. Organization of the 29th Signal Group (USASTRATCOM): The following units were organic to the 29th Signal Group as of 31 July 1968. (See Inclosure 1 for a block diagram of the 29th Signal Group including strengths).

(1) HHD, 29th Signal Group (USASTRATCOM), UIC: WQZAB.

(2) 379th Signal Battalion (Spt), UIC: WCD6AA, composed of the following:

(a) HHD, 379th Signal Battalion (Spt), UIC: WCD6AB.

(b) 55th Signal Company (Spt), UIC: WDBCAB.

(c) 207th Signal Company (Tropo), UIC: WCGCAB.

(3) 442d Signal Battalion (Long Lines), UIC: WGOOAA, composed of the following:

(a) HHD, 442d Signal Battalion (Long Lines), UIC: WGOOTO.

(b) Company A, 442d Signal Battalion (Long Lines), UIC: WGOOAO.

(c) Company B, 442d Signal Battalion (Long Lines), UIC: WGOOBO.

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- (d) Company C, 442d Signal Battalion (Long Lines), UIC: WGOOCO.
- (4) USASTRATCOM Facility Bangkok, UIC: WOP8AA.
- (5) USASTRATCOM Facility Korat, UIC: WIZ7AB.
- (6) 334th Signal Company (Spt), UIC: WGO2AB.
- (7) 347th Signal Company (Spt), UIC: WGO3AB.
- (8) Communications Electronics Engineering Agency - Thailand,  
(CEEA-T), UIC: WISFAB.
- (9) Command Communications Control Center Agency - Thailand,  
(CCCCA-T), UIC: WISGAB.

c. During the period 1 May through 31 July 1968, the following significant developments have taken place within this command:

(1) VFCT Systems Activation: Thirteen (13) VFCT systems were activated. Unless otherwise noted, all of the following are 16-channel systems.

<u>Link</u>	<u>Activation Date</u>
Jones Park - Bangkok	13 Apr 68
Takhli Relay - Bangkok	15 Apr 68
Udorn - Phu Khieo	15 Apr 68
Udorn - Udorn 7th RRFS	29 Apr 68
Bang Pla - Sattahip Relay	9 May 68
Sattahip Relay - U-Tapao Airfield	9 May 68
Jones Park - Nha Trang (RVN)	23 May 68
Jones Park - Korat AB	1 Jun 68
Udorn - Vientiane	12 Jun 68
Sattahip Relay - Sattahip Port (8 channels)	10 Jul 68
Bangkok - Udorn	19 Jul 68
Warin - Phu Mu	20 Jul 68
Phu Mu - Udorn	20 Jul 68

The remaining IWCS VFCT systems, with the exception of those in the Chiang Mai Area, should be activated during the 1st quarter, FY 69.

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(2) VF System Activations:

<u>Link</u>	<u>Activation Date</u>
Takhli Relay - Kokethiem AB (24 channels)	21 Jul 68

(3) IWCS Link Conditional Acceptance Testing:

(a) Three (3) IWCS links and twenty-one (21) IWCS stations were conditionally accepted by the government:

<u>Link</u>	<u>Acceptance Date</u>
Takhli Relay - Takhli AB	15 Apr 68
Sattahip Relay - U-Tapao AB	2 May 68
Sattahip Relay - Sattahip Ammo	13 May 68

<u>Station</u>	<u>Acceptance Date</u>
Takhli Relay	3 Apr 68
Takhli AB	3 Apr 68
Kokethiem	3 Apr 68
Don Muang	3 Apr 68
Bang Ping	23 Apr 68
Udorn AB	20 May 68
Vientiane	20 May 68
Khon Kaen	20 May 68
Loeng Nak Tha AB	20 May 68
Korat AB	20 May 68
Bangkok	20 May 68
Siracha	20 May 68
Sattahip Port	20 May 68
Warin	22 May 68
Green Hill	29 May 68
Sattahip	29 May 68
U-Tapao	29 May 68
Udorn	11 Jun 68
Ubon AB	11 Jun 68
Bang Pla	11 Jun 68
Phitsanuloke	11 Jun 68

(b) Significant progress was made in acceptance testing for Phase I and Phase II, only two (2) sites have not been conditionally accepted. These two (2) sites, Phu Mu and Jones Park, should achieve conditional acceptance during the 1st quarter, FY 69.

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(4) Phase III Construction and Installation:

(a) Construction at all Phase III sites, except Doi Inthanon, has been completed. Funds have not yet been provided for the access road which would allow construction at the Doi Inthanon site. Interim power is being supplied to Bangkok RRU and Klong Toey by portable generators until commercial power becomes available. At Bang Kaen, the contractor has completed the installation of the power cable from the SEATO transformer as specified in proposal T050.9140. This proposal also provided additional air-conditioning support, incandescent lighting and a fire alarm system at the SEATO site. The project was completed on 30 Jul 68.

(b) The Bang Pla - Green Hill link was deleted from Phase III on 28 May 68. In lieu of the Bang Pla - Green Hill link, USACSA recommended a Bang Pla - Jones Park LOS system. Actual site surveys will begin when site access permission has been obtained from the Royal Thai Government.

(5) Satellite Terminals:

(a) On 6 May 68, the AN/TSC-54 Satellite Terminal at U-Tapao was accepted as operational by DCA-PAC.

(b) The AN/TSC-55 was deactivated on 1 Jun 68, packaged, and presently is awaiting shipment to the Naval Communications Station, Guam.

(6) Requisitioning AUTODIN Parts: A decision was reached at the AUTODIN Conference in Tokyo, 6-10 May 68, to route all requisitions for AUTODIN repair parts directly to the Sagami Depot, Japan, in order to achieve better supply support. The inability to differentiate between "parts common" (i.e., FSN - like items) and "parts peculiar", in addition to the non-stockage of "parts common" in Logistics Command depots, was the basis for this decision.

(7) Power Improvement Projects: Reprogrammed FY 68 funds were approved in May 1968 for the design and construction of power improvement projects at Bang Ping, Bangkok (JUSMAGTHAI) and Korat (Jones Park).

(8) 439L Altroute Facility: Installation of the 439L cable altroute facility at the Sattahip Ammo site was completed on 10 May 68. Interim altrouting on a selective 12-channel basis is presently utilizing an AN/TRC-24 link between Sattahip Ammo and U-Tapao Airfield sites until the altroute cabling between these two (2) sites is completed. Completion of this facility will insure that top priority traffic from Vietnam to U-Tapao Airfield will not be disrupted in the event of a Sattahip Relay failure.



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(9) INCS Power for Phu Khieo: Representatives of 29th Signal Group and the INCS contractor, after meeting with personnel from the 207th Signal Company (tropo) and Post Engineer Contractor, made an on-site survey of the Phu Khieo Signal Site (Camp Cloudy) in May 1968. An agreement was reached on the utilization of INCS power for the signal site. This will result in a more reliable operation of the tactical C-E equipment. Some of the five (5) 45 KW generators presently being utilized on-site will be retained as standby power while the remainder will be released back to the unit to meet emergency requirements.

(10) Transfer of Property: INCS C-E equipment, test equipment and office furniture/equipment for Takhli, Takhli Air Base, Kokethiem Air Base, Phitsanuloke Air Base and Don Muang INCS site were accepted by the Army from Philco-Ford and laterally transferred to the U.S. Air Force. In addition, transfer of several generators and air-conditioning units to the Base Civil Engineer is presently in progress at several INCS sites. Transfer of these O&M responsibilities to the Air Force reduces the Army's INCS expenditures.

(11) Class IV and Special Projects: Six (6) major projects were completed; twenty-one (21) projects were approved and significant progress was made on thirteen (13) others. Unexpected requirements continued to adversely affect the projected work load.

(a) The completed projects were:

1. USARPAC-THAI-059066 - The 400/1200 line Dial Central Office project at Camp Vayama was completed on 22 Jun 68 by the Gustav Mirsch Organization. This provided for the installation of a 400-line expandable to 1200-line Dial Telephone Exchange that provided dial service to the Camp Vayama area.

2. PAC-TLD 11700-50-67 - The 5th RRU Cabling project at Ubon was completed on 28 Jun 68. The project provided for the installation of 25 and 50 pair buried cable between the 5th RRU Facility and the Ubon INCS Facility. An additional 350 feet of cable was required to replace a section of Army cable stolen by unknown personnel.

3. PAC-TLD-12001-54-68(E) - The Royal Thai Army Volunteer Forces Cabling project at Kanchanaburi was completed by the contractor on 29 Jun 68. Additional cable requirements in April 1968 required the resubmittal of the original MTR. This was approved for the installation of approximately 42,000 feet of aerial cable, 9,500 feet of buried cable, and 5,000 feet of telephone distribution cable.

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4. PAC-TLD-11100-55-68(E) - The Depot/Cantonment Base Camp Cabling project at Sattahip was completed on 25 Jul 68. This involved the installation of 25, 50, 100 and 200 pair aerial cable to support the Interim Manual Switchboard in the Depot/Cantonment area. The project now provides distribution cabling which will be integrated into a major distribution system to support Depot/Cantonment DTE subscriber requirements.

5. PAC-TLD-10100-63-68(E) - The Distribution Cabling project at the 538th Engineer Base Camp, Korat, was completed on 25 Jul 68. This provided for the installation of 25, 50 and 100 pair aerial cable to replace existing tactical service in support of the Base Camp.

6. PAC-TLD-10601-51-68(E) - The 400/800 line Dial Central Office project in the Bangkok Area, Bangkok, was completed on 25 Jul 68. The cutover from the Manual AN/TTC-7 switchboard is scheduled for 10 Aug 68. The new exchange will provide dial service for subscribers in the Bangkok Area.

(b) Three (3) additional major NTTR's were submitted during this period:

1. An aerial 12, 25, 50, 100 and 200 pair cable plus buried cable distribution system project to upgrade the 809th Engineer Base Camp communications system at Ruam Chit Chai.

2. A 200 line addition to the Bangkok Dial Central Office to enable the 29th Signal Group to fulfill increasing telephone service requirements within the Bangkok area.

3. A fixed cable distribution system consisting of 9,000 feet of buried 50 pair cable to meet increased communications requirements created by the expansion of the 46th Special Forces Company Base Camp at Lop Buri.

(c) Sattahip Communications Facilities: The phased occupancy of the Sattahip Complex, consisting of the Ammo facilities (Camp Vayama), Deep Water Port and Depot/Cantonment areas, required extensive planning and installation. Sufficient facilities to satisfy communications requirements within the Sattahip complex were planned and approved. Two (2) Dial Central Offices with associated outside cable plant distribution systems were cut to traffic. A two (2) line secure Communications Center/Data Tributary (1013) were completed on 25 Jun 68 at Camp Vayama, and can provide all required service until the completion of the Depot/Cantonment Communications Center. Trunking and distribution cable requirements were met with borrowed lower-priority assets and TDY cable construction personnel from 1st Signal Brigade. Not receiving CONUS cable and

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hardware on schedule continued to be the most serious deterrent towards meeting the scheduled operational dates and has resulted in a most austere interoffice trunking scheme. MACTHAI taskings to provide interface with numerous Thai elements in the area, including dial trunking to Headquarters, Royal Thai Army and Air Force, cannot be met pending arrival of cable from CONUS assets. Installation was begun on 16 Jul 68 on the Communications Center/Data Tributary at the Depot/Cantonment Area. The UNIVAC 1004 was expected from Phu Lam, RVN, by 25 Jul 68. Interim telephone services to this Area are being provided by the completed Port DCO.

(d) Bangkok Cable Projects:

1. The Bangkok Area Command relocation 600 pair cabling provided installation of interim trunk cabling between the Firestone Building (old Headquarters, 29th Signal Group) and the Asoke Building (new Headquarters). The task also provided inside telephone distribution cabling at the Asoke Building. The interim trunk cabling between the building was required to provide telephone service (manual switchboard) at the Asoke Building until the new DTE is completed. The project was completed on 29 Jun 68.

2. Rehabilitation of MRDC/313th Transportation Company cabling provided replacement cabling of 1,100 feet of damaged cabling between the Medical Research and Development Center and the 313th Transportation Company. The project was completed on 17 Jul 68.

(12) Other Special Cable Projects:

(a) A 40 line, temporary PABX was installed in the new 5th Field Hospital by the contractor in July 1968 pending the arrival of the 120 line PABX from Japan.

(b) A 25 pair cable was installed between Korat (Jones Park IWCS) and the Camp Friendship Communications Center on 14 May 68 to upgrade the existing data and telephone service between the two sites.

(13) New Location for the 29th Signal Group: The 29th Signal Group completed a move from its former location in the Firestone Building, Bangkok, to the Asoke Building, Soi 21, Sukhumvit Road, Bangkok, during the period 3-8 Jun 68. The relocation served to centralize several Army agencies located within the city of Bangkok and reduce operating expenditure due to lower costs of leasing the Asoke Building. The 29th Signal Group also vacated the Chavalit Hotel. Part of the occupants moved to the newly completed barracks at Bang Pla, while the others were relocated to other leased facilities in the Bangkok area. Personnel now

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billeted at Bang Pla no longer travel the approximately 70 miles round trip to their duty station, Bangkok to Bang Pla. This relocation should result in increased operational efficiency, minimize undesirable incidents with local nationals, improve the safety posture and reduce net expenditures and gold flow previously required for transportation and the lease at the Chavalit Hotel.

(14) IWCS Site Survey: During the past quarter, the following sites have been visited by the Communications Electronics Engineering Agency - Thailand (CEEA-T) to determine the current status of equipment installation and to examine the contractor property records: Udorn, Udorn AB, Udorn RRPS, Khon Kaen, Korat (Jones Park), Korat AB, Green Hill, Bang Pla, Bang Ping, Bangkok (JUSMAGTHAI), Bangkok (Capitol Hotel), Sirachi, Sattahip, Sattahip Ammo, Sattahip Port, U-Tapao AB, Phu Khieo, Nakon Phanom AB, Loeng Nak Tha, Phu Mu, Mukdahan Village, Warin and Ubon AB. This survey will provide updating of information concerning IWCS site installations and will increase the effectiveness of IWCS management.

(15) Depot Visit: Personnel from the 29th Signal Group, at the invitation of the Chief of Storage, 501st Field Depot, Bangkok, inspected the cable storage area in June 1968. Approximately 200,000 feet of usable 50, 100 and 200 pair telephone cable and 175,000 feet of number 12 AWG electrical cable were found and prepared for shipment to the CEEA-T Class IV yard to be utilized by the 29th Signal Group for existing or expected requirements. The availability of this cable represents savings of approximately \$200,000.00 and improves the command capability to meet emergency requirements.

(16) Self-Service Account: A self-service account has been assigned to the command to support Philco-Ford and Joint Cutover Integrated Working Group (JCING). The allocation of these funds will significantly reduce the amount expended on the local economy for the purchase of stationery and office supplies.

(17) AN/GRC-10 Relocations:

(a) The AN/GRC-10 system between Phu Khieo and Phon Yang Kham was replaced on 21 Jun 68 by AN/TRC-24 equipment in order to meet the increased communications requirements to the 561st Engineer Base Camp.

(b) The above AN/GRC-10 was installed on a system between Phu Khieo and Sakon Nakon on 24 Jun 68 to provide communications to US Consular personnel located at Sakon Nakon.

(c) An AN/GRC-10 was installed on 5 Jul 68 from Phu Khieo to Camp Hunky to provide communications to 46th Special Forces elements at Camp Hunky.

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(18) Bangkok Area Communications Center: The Bangkok Area Communications Center was relocated from the Capitol Hotel to the MACTHAI Compound, Bangkok, on 30 Jun 68. Distribution for 35 of the 52 customers formerly handled by the Bangkok Area COMMEN is now handled by the US Army Support Thailand AG Center, Bangkok. Consolidation of the Bangkok Area COMMEN with the JUSMAGTHAI COMMEN resulted in a combined COMMEN known as the Bangkok COMMEN. It will also result in a reduction of security violations, more timely service to the customers and eliminate the need to construct a costly new facility adjacent to the Capitol Hotel.

(19) Relocation of HF Transmitter Site: The HF transmitter site was relocated from Tung Mahomek to Bang Pla by a PACFO I&C team on 1 Jul 68 with no loss of service since four transmitters were moved to Bang Pla and installed prior to the switch. This relocation eliminated Tung Mahomek as an interim transmitter site.

(20) Telephone Directories: Distribution of more than 14,000 copies of the June edition, US Forces Telephone Directory, Thailand, was completed on 10 Jul 68.

(21) AUTOSEVOCOM: Phase I, Thailand, is presently in the initial installation stage. Philco-Ford personnel are nearing completion of installation at four SECORD locations. Initial operation capability at these sites is now contingent on final test and acceptance by STRATCOM prior to turnover to the local operating agencies. These first four sites should be operational in August when installation commences on the remaining sites.

(22) "Quick Fix" JOSS: The modification for distant-end supervision and two-way operation between MACTHAI DCO and JOSS was installed in February 1968. Tests, however, were inconclusive as the modification did not meet the requirement. PACFO is currently redesigning the modification for installation at a later, currently unknown, date.

(23) Thai Supreme Command Operations Center (Forward): The contractor has completed construction work. The Audio-Visual system and telephone cabling are complete. An automatic electric 300 line PABX was shipped on 29 May 68 and is presently being processed through Thai customs. Upon receipt of the PABX by MACTHAI, the project officer of PACFO I&C team will be notified to start installation. The contract for closed circuit TV was awarded to Collins Radio Company on 29 Jun 68 for CONUS procurement.

(24) Security:

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(a) During the past quarter, the 29th Signal Group Intelligence and Security Division conducted physical security inspections at Bang Pla, Bang Ping, Klong Toey, Phu Khiao, Phu Mu, Green Hill, Khon Kaen, Udorn, Sirachi and Warin. Results of these inspections showed greater emphasis by local site commanders had been placed on Thai Security Guard (TSG) training procedures. Improved quarters provided to the TSG's were a major factor that led to increased TSG performance of their security role.

(b) TSG regulations that had been previously disseminated by this Headquarters were found to be in use at each site and where local conditions required amplification, this had been accomplished.

(c) Inspection of TSG special and general orders revealed that previous inspection emphasis on issuance of printed bilingual orders had greatly improved individual guard performance.

(d) Supply channels have been established to insure that each TSG unit is provided authorized equipment and spare parts.

(e) An improvement has been made by site commanders in their awareness of arming procedures for TSG's. Detailed instructions had been prepared to insure arming procedures were in accordance with TSG Regimental and US Regulations. This has led to an improvement in the security of site signal equipment. Emphasis had been placed on establishment of a secure key and lock system, and efforts will be increased to stress the security of arms and ammunition storage areas in order to preclude theft.

(f) A Counterintelligence Inspection of 29th Signal Group Headquarters, 379th Signal Battalion (Spt), 442d Signal Battalion (LL) and USASTRATCOM Facility Bangkok was conducted by 1st Signal Brigade during the period 29 May - 7 Jun 68. The inspection covered classified document control and accountability, personnel security, security procedures established by the activity and a review of security SOP's.

(g) Results of the crime prevention surveys performed by USARSUPTHAI 12th MP Detachment (CI) involved the upgrading of interior security for arms rooms and ammunition storage facilities such as the installation of cyclone fencing of walls and ceilings of arms/ammo rooms, securing of arms racks to building structures, issuance of padlocks that conform to Federal specifications, and improvements in the procedures for spot checking the securing of these storage facilities by US personnel during non-duty hours.

(h) Bang Pla security lighting was completed in May 1968 through an OICC contract, thereby providing increased physical security to this communications facility.

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(25) Training Projects:

(a) CBR Officer and NCO Training: During the quarter, all 29th Signal Group CBR Officers and NCO's attended the USARSUPTHAI CBR school at Korat. This school filled a long outstanding training requirement within this Group and, as a result, has significantly increased the unit's readiness posture.

(b) Junior Officer Training - Lieutenants in Bangkok and Korat areas commenced receiving continuous formal training presented weekly at various sites and facilities within the 29th Signal Group to enhance their development as Signal Officers.

(c) Royal Thai Army On-the-Job Training: Fourteen (14) members of the Royal Thai Army received on-the-job training with 29th Signal Group units in the following five (5) MOS fields during the period:

26L	Microwave Radio Equipment Repairman
31J	Teletypewriter Repairman
31L	Radio Relay Equipment Repairman
36G	Manual Central Office Repairman
63B	Wheeled Vehicle Repairman

(d) 1st Signal Brigade (USASTRATCOM) Training Inspection and Staff Assistance: Headquarters, 29th Signal Group, 379th Signal Battalion (Spt), 442d Signal Battalion (LL), USASTRATCOM Facility Bangkok, 334th Signal Company and the 347th Signal Company received training inspections from the 1st Signal Brigade and units received a satisfactory rating. The 29th Signal Group received staff assistance during the inspection and at a 1st Signal Brigade training conference held at the Brigade Headquarters.

(e) Technical Training: The severe shortage of personnel was eliminated during the period and command emphasis was placed on training the new personnel on equipment utilized within country.

(26) Safety Improvement: Because of the rising accident rate and concern about safety in general, a full time Safety Officer was utilized temporarily by the 29th Signal Group. During a two month period considerable progress was made in improving the safety program to include revision of regulations, pamphlets, safe driver award program and constant coordination with subordinate units and liaison with other units. The 29th Signal Group won the 1st Signal Brigade Safety Award for June 1968 for driving approximately 330,000 miles with no injuries and only one (1) recordable motor vehicle accident.

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(27) Guest Lecture at Royal Thai Armed Forces Staff College:  
Lieutenant Colonel Lee Roy W. Gribble, Deputy Commanding Officer, 29th Signal Group, presented a two-hour lecture to personnel at the Royal Thai Armed Forces Staff College on 2 Jul 68. He spoke on United States Telecommunications Systems, the National Communications System, Defense Communications Agency, US Army Strategic Communications Command, and the role of the 29th Signal Group.

(28) Religious Retreat: The Chaplains of the 29th Signal Group conducted a four (4) day retreat, 14-17 May 68, at Pattaya Beach, Thailand. The retreat, attended by approximately twenty (20) enlisted men from various signal sites, consisted of Bible study, discussions, worship and group recreation. It served to strengthen morale, religion and morals in the life of the command and promoted the welfare of attending personnel.

(29) Public Address System: Was provided by the 29th Signal Group -

(a) During the Sattahip Port Dedication on 30 May when US Ambassador Unger turned the port facilities over to the Thai Government, represented by Prime Minister Kittikachorn.

(b) During the dedication of the new 5th Field Hospital in Bangkok on 15 Jul 68.

(30) Command Soldier of the Month: Specialist Fifth Class George S. Janakas, RA 12773862, 207th Signal Company (Tropo), 379th Signal Battalion, was named Command Soldier of the Month for the month of June 1968 by USARSUPTHAI. This marked the fourth month in the last six that the award was won by a member of the 29th Signal Group.

2. Section 2, Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. Personnel:

(1) Contractor's Engineering Staff:

(a) OBSERVATION: Concern was expressed by the Secondary Administrative Contracting Officer and the Project Manager at USCSA over the size of the contractor's engineering staff when equated against the status of the IWCS system implementation.

(b) EVALUATION: The Comptroller, in conjunction with CEEA-T, 29th Signal Group, conducted a manpower survey of the Systems Engineering



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Department, Philco-Ford, SEAPA, and the contractor was tasked with preparing DA Forms 140-4 (Schedule X) for the purpose of projecting man-days of work against approved IWCS projects. The survey included an on-site appraisal of contractor operations, study and analysis of monthly and semi-monthly contractor progress reports, review of audit reports, and analysis of the contractor prepared Schedule X. As a result of this survey, it was determined that the contractor was retaining a staff greater than that required for timely completion of remaining tasks in the IWCS contract.

(c) RECOMMENDATIONS:

1. The contractor engineer staffing charged to the IWCS contract be reduced on a phased basis.
2. Contractor engineer man-days expended and charged to the IWCS contract be monitored against approved IWCS projects as contained in the contractor prepared Schedule X.
3. Overtime be more closely scrutinized and measured against programmed IWCS objectives.
4. Additional Philco-Ford SEAPA organizations be subjected to manpower survey.

b. Operations:

(a) OBSERVATION: To reduce the number of installation personnel required, installation of DC (VFCT links is done one end at a time rather than both ends simultaneously). However, reporting of installation progress was done on a link basis. This procedure allowed needless confusion over what progress had or had not been made on the installation of a DC link.

(b) EVALUATION: To solve this problem, reporting of DC installation will now be done on a terminal basis and any installed DC terminal can be patched to any other installed DC terminal as soon as the necessary equipment is installed at each end of a required DC link.

(c) RECOMMENDATION: That, by revising reporting procedures to more closely matched installation procedures, reporting accuracy has increased and flexibility in the use of installed DC system has increased.

(2) Quality Control of Installations:

(a) OBSERVATION: Instances of improperly installed outside plant telephone projects have been observed during FY 68.

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(b) EVALUATION: Lack of on-site quality control supervision is considered the underlying cause. Examples of substandard workmanship which resulted due to lack of supervision are:

1. Aerial cable lead guys omitted.
2. Placement of telephone cables within the primary electric power zone of exposure.
3. Irregular spacing of loading coils.

(c) RECOMMENDATION: To insure that future projects installations comply with quality, safety and quantity standards and do not require costly time consuming corrections, recommend that the project engineer make a coordinating visit on-site at the start of the installation. Coordination with the installation team in matters concerning tools, bill of materials, vehicles, detailed installation drawings, special terrain features, cable placing and splicing methods, joint pole usage, electric power clearances, cable testing procedures and service interruptions will automatically improve their performance. Major projects will require a full time quality control engineer for acceptance of projects and to ensure that plant-in-place records are developed.

c. Training: None.

d. Intelligence: None.

(1) Non-Standard Installation of Circuit Breaker Panels and Power Filters:

(a) OBSERVATION: Circuit breakers and AC power filters have been difficult to obtain for Class IV projects such as AUTODIN terminals and Communications Centers.

(b) EVALUATION: The AC power filters should have been government furnished and contractor-installed. In every instance, either the filters were received after the contractor has completed the installation or the filters were the wrong size. The circuit breakers were either not furnished or were the wrong type when furnished. In at least one instance, the circuit breaker panels had prepunched knockouts and did not meet red-black criteria.

(c) RECOMMENDATION: That standard circuit/breaker/filter combination and filter discharge unit be added to the Signal BOM.

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(2) Initial Over-Stockage of IWCS Repair Parts on Site:

(a) OBSERVATION: Through visits to five (5) IWCS sites, it has been determined that each site has on hand 4,000 line items of repair parts. A study of demand data based upon three demands in 180 days revealed that only approximately 15 to 20 line items qualify for on-site PLL stockage.

(b) EVALUATION: Initial stockage to sites has proved to be excess over requirements and has required man hours and storage space for maintenance of repair parts and records thereof.

(c) RECOMMENDATION: A recommendation will be forwarded to the contractor to withdraw the excess parts from the sites and store them in a temporary AMSF, since the sites are insufficiently staffed to maintain storage and records on 4,000 lines of repair parts. It appears that those items originally considered high mortality items were over-computed.

f. Organization: None.

g. Other:

(1) Consolidation of Local Fiscal Accounting Support:

(a) OBSERVATION: Fiscal accounting support for the 29th Signal Group was the responsibility of USARHAW Finance and Accounting Office during FY 68. Funds were issued on a quarterly basis to 1st Signal Brigade, who, in turn, distributed funds to the 29th Signal Group by means of a Lump Sum Certification Authority. Due to the distance involved, considerable delay was experienced by this Headquarters in obtaining accurate current status of obligations and in resolving problem areas. In addition, full utilization of available funds could not be realized since the method of financing did not permit adjustments to be made to the original estimates on obligation documents.

(b) EVALUATION: Effective 1 Jul 68, the responsibility for fiscal accounting support was transferred to USARSUPTHAI, 47th Finance Section (Accounting) and funds are now issued directly to the 29th Signal Group.

(c) RECOMMENDATION: Transfer of fiscal accounting support to a local Finance and Accounting Office will provide greater flexibility in financial management of available funds and eliminate unnecessary administrative effort. Adjustments to original estimates will be realized, thereby providing to the Group more for the available dollar.

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(USASTRATCOM), for Quarterly Period Ending 31 July 1968,  
(RCS CSPOR-65) (R1) (UIC: WQZAA)


(2) Auditing of Non-Appropriated Funds:

(a) OBSERVATION: The 29th Signal Group has thirty-five (35) approved non-appropriated funds consisting of unit funds, labor funds, theater funds, club funds and a Chaplain's fund. Within the Group Comptroller Office, an internal review capability has been established to provide for the conduct of yearly audits and special audits as required. Yearly audits of all funds were conducted during FY 68. However, because of many funds being located in "short-tour" areas and the constant change in custodianship associated with "short-tours" and the transfer of site personnel, it was determined that a yearly audit was not enough to insure operational compliance with pertinent regulations.

(b) EVALUATION: In order to insure the proper degree of compliance with regulatory requirements and to better insure that funds are properly safeguarded and accounted for, it was determined that each non-appropriated fund within the Group should be audited more frequently.

(c) RECOMMENDATION: The goal is to audit each fund every six (6) months. Additionally, the internal review program will be refined by the standardization of procedures and through publication of detailed Group supplementary regulations and guidelines.

1 Incl  
as

  
VICTOR B. PENIEL, JR.  
Colonel, SigC  
Commanding

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SCCPV-OP-CR (10 Aug 68) 1st Ind  
SUBJECT: Operational Report of Headquarters, 29th Signal Group  
(USASTRATCOM), for Period Ending 31 July 1968, (RCS CSFOR-65) (R1)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384


2 SEP 1968

TO: Commanding General, USASTRATCOM-PAC, ATTN: SCCP -OP, Schofield  
Barracks, Hawaii, APO 96557.

1. Subject report is forwarded in accordance with AR 525-15.
2. The report has been reviewed and is forwarded with the concurrence of this headquarters with the following comments concerning referenced paragraphs:
  - a. Paragraph 2b, p.13. After paragraph 2b add "(1) Reporting of DC Link Installations."
  - b. Paragraph 2b(1) (a), p.13. Delete parentheses in first sentence.

FOR THE COMMANDER:

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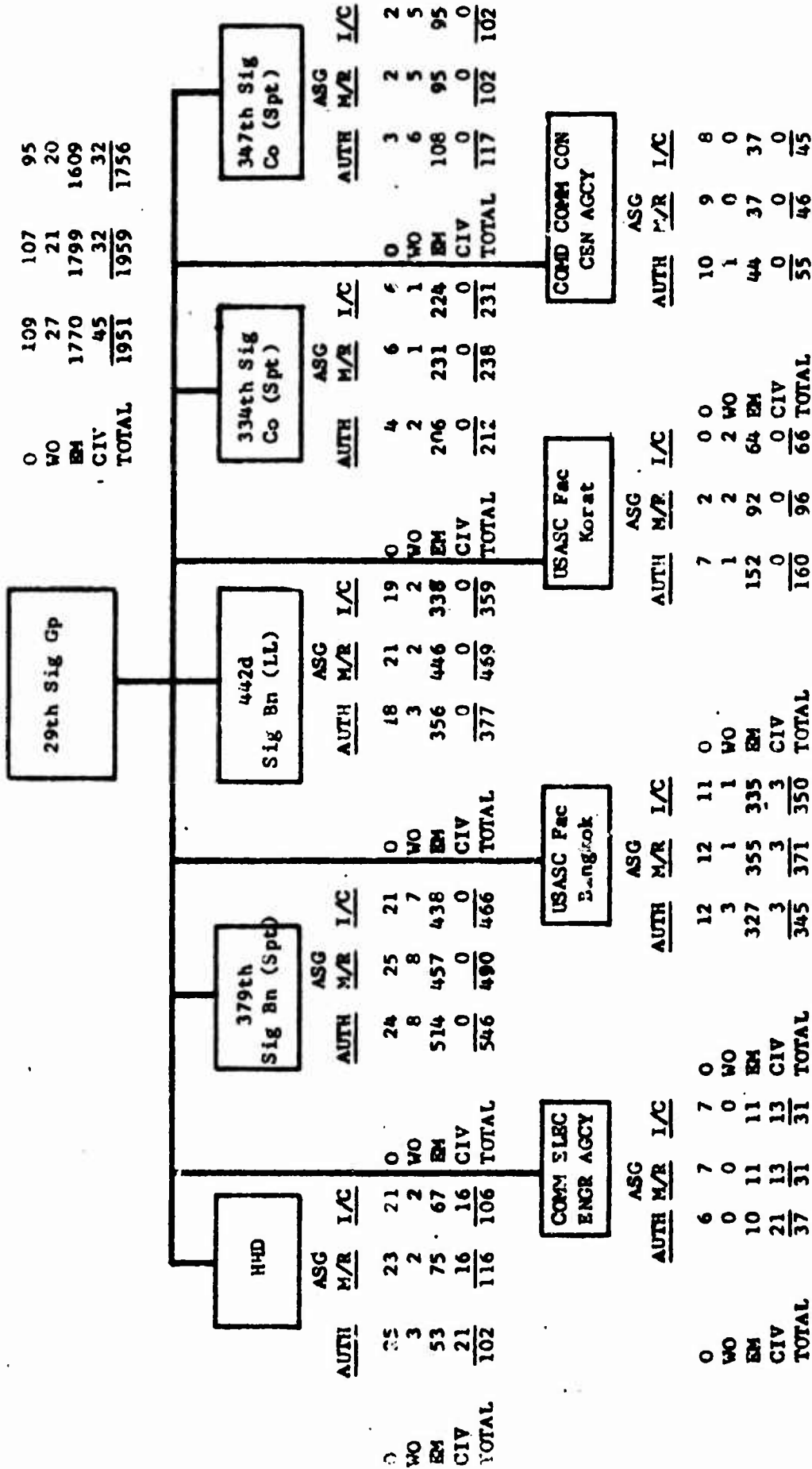
  
WILLIAM G. SKINNER  
Colonel, GS  
Chief of Staff

Copy furnished:

Assistant Chief of Staff for Force Development, Department of the Army,  
Washington, D. C. 20310.

LOCATION-THAILAND

ASG			
AUTH	M/R	I/C	
0	109	107	95
WO	27	21	20
EM	1770	1799	1609
CIV	45	32	32
TOTAL	1951	1959	1756



LEGEND  
M/R - Morning Report Strength  
I/C - In-Country Strength

CURRENT MTOE - MTOA AUTHORIZATION  
ASSIGNED STRENGTH AS OF 31 JULY 1968

UNCLASSIFIED

Security Classification

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The following items are recommended for inclusion in the Lessons Learned Index:

ITEM 1

\* SUBJECT TITLE \_\_\_\_\_  
\*\* FOR OT UT # \_\_\_\_\_  
\*\*\*PAGE # \_\_\_\_\_

ITEM 2

SUBJECT TITLE \_\_\_\_\_  
FOR OT UT # \_\_\_\_\_  
PAGE # \_\_\_\_\_

ITEM 3

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PAGE # \_\_\_\_\_

ITEM 4

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ITEM 5

SUBJECT TITLE \_\_\_\_\_  
FOR OT UT # \_\_\_\_\_  
PAGE # \_\_\_\_\_

\* Subject Title: A short (one sentence or phrase) description of the item of interest.

\*\* FOR OT UT # : Appears in the Reply Reference line of the Letter of Transmittal. This number must be accurately stated.

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